

63-9088

*Action Memo*

## OFFICE OF THE DIRECTOR

Action Memorandum No. A-321

Date 6 December 1963

TO : Deputy Director/Intelligence  
Deputy Director/Plans  
Deputy Director/Science & Technology  
Deputy Director/Support  
Inspector General  
General Counsel

SUBJECT : Reduction of Demands on Agency Support

### REFERENCE:

1. In view of the Presidential instructions on conservation of money and manpower, it is essential as a first step that the operating components of the Agency reduce current demands on support components. At the present time we do not have control mechanisms limiting the operating components in their requests on support components. It may be necessary, and we are currently studying this problem, to establish limits or quotas for support.

2. The following are illustrative of the areas of support demands which are currently costly in money and manpower to the Agency and in which economies can be effected. If economies are not effected in these areas it may be necessary to cut back in the operating units in order to carry the support load.

a. Requests for Security Clearances. At the present time the Office of Security is conducting full field investigations and granting clearances on nearly twice the number of applicants that enter on duty. This is extremely costly and whereas it should be expected that each month there will be some applicants who will decline employment on the basis of having made other arrangements during the period of their investigation, the present high percentage is intolerable. For your information the following statistics show the number of applicants approved, the number entering on duty, and the number of applicant cases cancelled after approval for the months of August, September and October 1963.

SUSPENSE DATE:


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GROUP 1  
Excluded from automatic  
downgrading and  
declassification


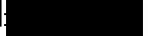

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October			
September			
August			

b. Recruitment Program. An identical problem exists in our recruitment program in which the number of potential applicants to be considered or approached is far out of proportion to the number that we actually process and try to enter on duty. This must be cut back through greater selectivity on the part of the operating components and it may be necessary here to establish a quota for each operating component.

c. Communications. During calendar year 1962 Agency electronic communications in headquarters averaged about   per minute, 24 hours a day, and 365 days throughout the year. During calendar year 1963 this figure has crept up to about  messages per minute. This has resulted in increases in personnel strength in the Office of Communications, the Cable Secretariat, and indirectly in other components throughout the organization which are affected by the increased volume of paper work and action required. Again there must be some method devised for limiting communications. Unless we can voluntarily reduce cable traffic we may be forced to establish arbitrary limits.

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d. Training. Our training establishment is severely strained; in fact to the extent that the Medical Staff is seriously concerned about the health of those personnel who are working excessively long hours in an effort to handle the work load. We all recognize that training is an absolutely essential requirement in order to continue the development of well qualified professionals and we also believe that it is desirable to insure that all personnel requiring training receive it. On the other hand, operating components must insure that personnel assigned to training courses are those who will utilize their training and are the best qualified people available.

e. Paper Work. One of the current invisible costs in the Agency is the handling of the ever increasing volume of paper work. This includes not only cables and electronic communications but memoranda, reports, etc. The preparation of every one of these costs both money and manpower and an investment in computers, automatic retrieval systems or file systems. Again there are no arbitrary regulatory mechanisms, and these may have to be established unless we can limit the flow of paper.

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f. Printing. The Agency maintains a large and effective printing establishment at considerable cost. Demands on this establishment at the present level would require an increase in the strength of the unit. Rather than increasing the strength of our printing establishment, under present economy conditions it is essential that we cut the demands so that we can accomplish the job with the present manpower.

3. The above is designed as a statement for your information and guidance. Any assistance or suggestions that the addressees can make will be gratefully received, but I think it is clearly indicated that unless we take steps to cut back requirements on these support elements, we will be faced with economizing elsewhere in the Agency in order to accomplish our mission.

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Lyman B. Kirkpatrick  
Executive Director-Comptroller

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